



## Direct Care Workforce Development – Strategic Plan Updated: December, 2012

*produced by CT Commission on Aging  
for the Money Follows the Person Workforce Development Subcommittee*

### **Background**

Paid and unpaid caregivers are the backbone of Connecticut's long-term services and supports system.

**Paid direct care workers:** Paid direct care workers go by many job titles: nurse's aides, personal care assistants, and home health aides. While Money Follows the Person (MFP) is primarily concerned with those paid with Medicaid dollars, there are many paid with personal income or assets or long-term care insurance. When personal income or assets are exhausted, Medicaid becomes the payor. Whether Medicaid or not, the direct care workers come from the same employment pool. In Connecticut alone there are over 50,000 direct care workers<sup>1</sup> providing daily services and supports to older adults and persons with disabilities. The demand for paid direct care workers in our state is expected to grow by 23% between 2008 and 2018.<sup>2</sup> The majority of these workers will soon work in community-based settings as opposed to institutional settings.

**Unpaid Caregivers:** There are approximately 711,000 unpaid caregivers in Connecticut providing supports to older adults and persons with disabilities, generally their spouses, parents, or friends. Unpaid caregivers are generally female with an average age of 48. Unpaid caregivers spend on average 20.4 hours a week providing care. 50% of unpaid caregivers work full-time and of those working full-time, 70% report encountering work-related difficulties due to their dual role as caregivers.<sup>3</sup>

The economic value of unpaid caregiving in Connecticut was estimated at \$5.8 billion in 2009, which is double the amount Connecticut spent on Medicaid long-term care.<sup>4</sup>

### **Aging Population:**

Connecticut is the 7<sup>th</sup> oldest state in the country for median age, has more than 506,000 residents over the age of 65 and is home to almost 1 million baby boomers.<sup>5</sup> These demographics, coupled with a declining working-age population, will have profound implications on both the paid and unpaid direct care workforce.

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<sup>1</sup> PHI National (2011) <http://phinational.org/policy/states/connecticut/>

<sup>2</sup> PHI National (2011) <http://phinational.org/policy/states/connecticut/>

<sup>3</sup> Family Caregiver Alliance, National Center on Caregiving. (2011)  
[http://www.caregiver.org/caregiver/jsp/content\\_node.jsp?nodeid=439](http://www.caregiver.org/caregiver/jsp/content_node.jsp?nodeid=439)

<sup>4</sup> AARP Public Policy Institute (2011). Valuing the Invaluable: 2011 Update. The Economic Value of Family Caregiving <http://assets.aarp.org/rgcenter/ppi/ltc/fs229-ltc.pdf>

<sup>5</sup> US Census Bureau – 2010 Census

**Rebalancing the Medicaid Long-Term Services and Supports System:** In 2009, 47% of Medicaid Long-Term Services and Supports (LTSS) consumers (representing 65% of Medicaid LTSS funding) received their supports in institutions and 53% (representing 35% of Medicaid LTSS funding) of Medicaid LTSS consumers received their supports in their homes and communities. Connecticut's 2010 Long-Term Care Plan sets forth the goal that by 2025 Connecticut will serve 75% of the people in their home or community and 25% in institutions.<sup>6</sup>

As Connecticut aggressively pursues the Medicaid long-term care rebalancing goals set forth in the state's 2010 Long-Term Care Plan, the need for focused efforts to recruit, train, retain and support paid and unpaid caregivers is essential. Without a focused, coordinated approach, lack of caregivers will stall rebalancing efforts and Connecticut will fail to meet its goals.

**Money Follows the Person:** MFP is a multi-million-dollar federal demonstration grant, received by the state Department of Social Services in 2007. It is intended to rebalance the long-term care system so that individuals have the maximum independence and freedom of choice in where they live and receive services. In January 2011, Connecticut embarked on a major expansion of the MFP project. Originally, a major goal of MFP was to transition 700 people out of nursing homes and into the community; that goal has been increased to transition 5,200 individuals by 2016. Additionally, the federal government has committed to continuing the demonstration through 2020. There are several inter-related initiatives stemming from the MFP demonstration including: workforce development; hospital discharge planning; long-term services and nursing home right-sizing. MFP funding is available to support the goals and action steps of this plan.

## **Vision**

The Workforce Development subcommittee of the Money Follows the Person Steering Committee sets forth the following vision for the state:

***To build and support a robust long-term services and supports workforce that is sustainable, respected and skilled. The workforce will support the dignity, choice and autonomy of individuals with disabilities and older adults.***

Additionally, the subcommittee honors the following guiding principles of the state's 2010 Long-Term Care Plan:

1. Create parity among age groups, across disabilities, and among programs through allocating funds equitably among people based on their level of need rather than on their age or type of disability.
2. Break down silos that exist within and among state agencies and programs. Use the model of systems change grants such as the Money Follows the Person demonstration

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<sup>6</sup> 2010 Connecticut Long-Term Care Plan

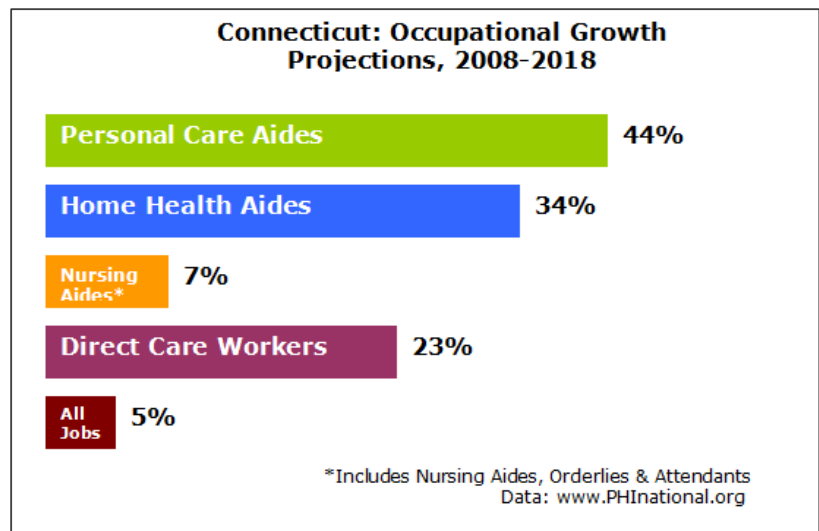
grant and the Medicaid Infrastructure Grant to foster integration of services and supports.

True consumer choice and self direction are core philosophical principles the workforce subcommittee strives to uphold in its work.

### **Direct Care Workforce Projections**

Between 2008 and 2018, home health aides and personal care aides will see the largest occupational growth in the field. The dramatically changing demographics combined with the state's commitment to providing services and supports in home and community-based settings account for this projected growth. Additionally, providing for consumer choice and flexible use of funds leads to an increased utilization of personal care

assistants (or "aides" as referenced in the chart). Additionally, PHI National estimates that there are approximately 5,000 consumers hiring their own direct care workers in Connecticut (not shown in chart). PHI also acknowledges that these numbers may be considerably undercounted.<sup>7</sup>



The demand for community-based paid and unpaid caregivers is growing rapidly. Latest data from the MFP demonstration indicate the state will need 9,000 more paid direct-care workers in the next 5 years. In addition to the growth in demand, the decline in the working-age population in Connecticut will challenge the system further. According to the 2006 Long-Term Care Needs Assessment, from 2006 to 2030 the population over the age of 65 will increase by 64% while the working age population (those aged 18-64) will decline by 2%.

Until recently, workforce development professionals have primarily focused on recruitment, training and career ladder development in the traditional health care environments such as nursing facilities and hospitals. Increased focus must be directed to training and developing the workforce for home and community-based environments. The more varied environment of one's home and community presents challenges for training and development efforts. The dispersed home and community-based workforce, the lack of flexibility in wages and the growing demand for self-direction (whereby the employer is the individual receiving services and supports) certainly add levels of complexity, but opportunity as well. Presently, new and adapted models are being considered.

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<sup>7</sup> PHI National (2011) - <http://phinational.org/policy/states/connecticut/>

Additionally, unpaid caregivers (e.g., family members, friends, volunteers, neighbors) will undoubtedly provide more volunteer care and perhaps for those with more acute needs. The growing needs of this group of unpaid workers warrants enhanced and more sophisticated technology, training and support.

Research and development of technology to increase productivity of paid and unpaid direct care workers is vital to fill the anticipated gap between demand for and supply of direct care workers.

### **Workforce Development Goals**

1. Promote workforce initiatives that are proven to support consumer choice, self direction and quality while enhancing recruitment, retention, productivity and training of the paid and unpaid direct care workforce.
2. Increase synergy with Connecticut's workforce system and support efforts to create a pipeline of direct care workers with opportunities for career ladders and lattices to the health and human/social services professions.
3. Create equity across state programs and systems.
4. Raise awareness of the importance and value of the paid and unpaid direct care worker.

### **Action Steps**

1. **Promote workforce initiatives that are proven to support consumer choice, self-direction and quality while enhancing recruitment, retention, productivity and training of the paid and unpaid direct care workforce.**
  - Create a statewide inventory of the existing workforce needs, future demand and viable national and local initiatives.
  - Track national policy and practice trends to ensure Connecticut's workforce development strategy is synergistic with responsible national goals.
  - Review, analyze and catalog similarities and differences across state agencies' programs and policies with regards to training and support, consumer direction, wages, unemployment insurance and workman's compensation.
    - CoA, through MFP, made a technical assistance request outlining needs was made to the MFP's technical assistance center (Lewin) (12/19/2012); several meetings with Lewin have occurred to move forward on this analysis.
  - Create a statewide inventory of Connecticut's workforce activities embedded in state-funded and Medicaid waiver programs.

- Identify model re-training programs that would allow the existing pool of institutionally based paid direct care workers to be trained to provide services and supports in the community.
  - The Governor adopts this action step by including funding (\$450,000) for workforce related initiatives (including re-training programs) in his FY 2013 Mid-Term Budget adjustments (02/08/2012).
  - The CT General Assembly (CGA) adopts this action step by including funding for workforce related initiatives (including re-training programs) in the FY 2013 Mid-Term Budget – HB 5557 (5/8/2012).
  - A paid and unpaid caregiver career transition plan was developed members by the subcommittee for use with nursing facility staff and family members during a nursing facility closure (01/23/2012). The CoA and DSS representatives will be meeting with the Commissioner of the Department of Labor on May 15, 2012 to discuss this plan and coordinate this initiative with DoL.
 

The seven goals of the plan are as follows:

    1. Development of a Frequently Asked Questions Form;
    2. Development of a video which realistically depicts the transition to community settings; including the challenges and opportunities for both the caregiver and the consumer;
    3. Development of a Speakers Bureau;
    4. Development of a fact sheet of wage comparisons of a variety of paid caregivers in the skilled nursing facility setting;
    5. Identify transition incentives for a variety of education and training programs and entrepreneurial opportunities;
    6. Develop a web-based training on person-centered care;
    7. Expand CT Department of Labor's rapid response/downsizing to support nursing facility closures (include materials developed as part of this plan in the support program).
- Identify employer/employee training models in a variety of community-based workplace settings, including self-directed employment arrangements and informal caregiving training models. Utilize existing community organizations to disseminate training, e.g. senior centers, aging-in-place communities, churches.
- Seek to include research and development of technology in various ongoing and new jobs creation and business initiatives promoted by the Governor and Legislature . *The development and use of technology is proven to increase productivity of the direct care worker while increasing the independence of the consumer.*
- Identify similarities between the paid workforce and unpaid caregivers and coordinate development initiatives to leverage resources and avoid overlap.
- Coordinate and maximize federal workforce-related funding opportunities.

- Inform the work of the Personal Care Attendant Quality Home Care Workforce Council.

**2. Increase synergy with Connecticut's workforce system and support efforts to create a pipeline of direct care workers with opportunities for career ladders to health and human/social services professions.**

- Orient workforce leaders to the demand and the guiding principles for long-term care in Connecticut.
  - Partnership development with workforce leaders has been ongoing from February 2009 until present.
  - CoA and members of the subcommittee participated in a working group of the Allied Health Workforce Policy Board on strategic planning (4/18/2012).
- Partner with state and local workforce systems such as workforce investment boards (WIB's) and Connect-Ability to align recruitment and training efforts towards the demand for community-based direct care workers.
- Inform and assist existing statutorily and gubernatorial-mandated working groups that are committed to health care reform of the need and conditions of the direct care workforce and unpaid caregivers.
- Create and endorse a common set of core competencies with emphasis on communication, relational skills, and understanding risk that helps paid and unpaid workers deliver person-centered care. *These core competencies should enhance consumer self-direction and should not infringe on the right of consumers to train and direct their care.*
  - CoA leads a Direct Support Professionals Core Competencies workgroup. A common set of core competencies has been identified and endorsed (02/23/2012).
- Identify additional competencies and advanced competencies needed to create clearer career pathways in health and human/social service professions.
  - CoA is leads a Direct Support Professionals Core Competencies workgroup. The workgroup is in discussion about professional development and career development opportunities.
- Collaborate with the community college system to design direct-service curricula using a foundation of person-centered care.
  - The workforce development workgroup has engaged members from the community college system. They are actively involved in core competencies development.
  - Capital Community College has piloted a PCA training curriculum and has worked with MFP transition coordinators to connect PCA's with jobs. The pilot program has trained 18 of PCA's and has placed 5 in jobs.

- Foster training or re-training programs at multiple venues including community colleges, employers, and private/public partnerships.
  - The Governor adopts this action step by including funding to extend and enhance direct care worker training programs at the community colleges in his FY 2013 Mid-Term Budget Adjustments proposal.
  - The CGA adopts this action step by including to extend and enhance direct care worker training programs at the community colleges in the 2013 Mid-Term Budget - HB 5557 (5/8/2012).

### **3. Create equity across state systems.**

- Identify, analyze and catalog variations across state departmental practices, policies and regulations that affect paid and unpaid direct care workers.
  - The CoA, through MFP, has requested technical assistance through MFP's technical assistance center to complete this analysis.
- Identify, analyze and catalog systemic similarities and differences among state agencies with regards to wages of direct care workers and make recommendations to produce more equity.
  - The CoA, through MFP, has requested technical assistance through MFP's technical assistance center to complete this analysis.
- Identify, analyze and catalog systemic similarities and differences among state agencies in the handling of worker's compensation and unemployment claims and make recommendations to produce more equity.
  - The CoA, through MFP, has requested technical assistance through MFP's technical assistance center to complete this analysis.
- Conduct a comprehensive analysis of state statutes, regulations, programs etc. specific to the training, certification and allowable duties performed by various direct care workers in an attempt to realign for more flexibility, consistency, consumer ease and efficiency while maintaining high quality and competency.
  - The CoA, through MFP, has requested technical assistance through MFP's technical assistance center to complete this analysis.
- Identify, analyze and catalog systemic similarities and differences among state agencies in their policies and procedures related to use of assistive technology in care planning and make recommendations to produce more equity.
  - The CoA, through MFP, has requested technical assistance through MFP's technical assistance center to complete this analysis.

### **4. Raise awareness of the importance and value of the direct care worker and unpaid caregiver.**

- Increase connectivity, networking, and training among paid and unpaid caregivers.

- The Workforce Development workgroup has begun preliminary discussion on ways to connect and support direct care workers.
- Develop marketing plan to attract workers to the field and raise public awareness of the importance and value of the direct care worker.
  - The Governor adopts this action step by including funding for this initiative in his 2013 mid-term budget proposal (2/7/12).
    - DSS has contracted with Mintz and Hoke to begin the research phase of a marketing plan to raise awareness of the importance and value of the direct care worker and to attract workers to the field (02/17/2012). CoA and members of the workforce workgroup are actively involved in this project. Roll out Phase 1 of marketing (communications) plan scheduled for January 2013.
    - The CGA adopts this action step by including funding for this initiative in the FY 2013 Mid-Term Budget – HB 5557 (5/8/2012).
- Increase awareness of support programs available to unpaid caregivers.
- Explore the use of caregiver assessment tools within programs, including but not limited to, the CT Home Care Program for Elders. The process of assessing caregivers' needs will help to identify their strengths, resources, skills and challenges and help connect them to services that may support them in their role as a caregiver.
- Explore compensation models that support unpaid caregivers.
  - The CoA, through MFP, has requested technical assistance through MFP's technical assistance center to complete this analysis.
- Research and identify national best practice models that address wages and benefits.
  - The CoA has completed a [Fact Sheet](#) about minimum wage, overtime coverage and public authority models in other states.
- Promote flexibility in workplace employment policies and practices to accommodate the circumstances of unpaid family caregivers.
  - The CoA and partners are analyzing best practices in workplace flexibility to accommodate family care giving.



## **Partnerships**

The scope of direct care workforce development is vast. Therefore, partnership development is critical to the success of realizing the recommendations contained within this strategic plan.

### *Partners include:*

Money Follows the Person Steering Committee Members  
Consumers of community-based supports  
Paid and unpaid direct care workers  
Connecticut Commission on Aging  
Connecticut Long-Term Care Ombudsman Program  
State Agencies (DSS, DPH, DOL, DMHAS, DDS, CETC)  
Allied Health Workforce Policy Board  
Workforce Investment Boards  
Connecticut Community College System  
Connecticut Women's Education and Legal Fund (CWEALF)  
PHI National  
Home Health Legislative Workgroup  
Access Agencies  
Area Agencies on Aging  
Centers for Independent Living  
Community-Based Providers  
Connect-Ability  
*And more....*